

9 November 1953

MEMORANDUM FOR: Inspector General

SUBJECT: Inspection of Contact Division Field Offices

1. This is a partial and preliminary report. Its purpose is to summarize the findings of my inspection of various Field Offices and Resident Agencies of the Contact Division of the Office of Operations. The final and formal report prepared for submission to the Director covering the Office of Operations will, of course, include a study of Contact Division as a part of that Office and, in turn, investigation of field offices will be reported therein.

2. During the period 6 September through 23 October 1953, I inspected the following offices:

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\*At the [redacted] I interviewed Messrs. [redacted] and  
[redacted] Heads of the Resident Agencies at [redacted]  
respectively.

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\*\*At the [redacted] I interviewed [redacted] Head of  
the [redacted]  
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3. At all offices inspected, I used the following procedure: First, I discussed with the Chief of the office the list of questions to be found as Enclosure No. 1; second, I dictated the result of this questioning; third, I interviewed separately and privately all personnel and personally typed reports of the interviews; fourth, I had a second talk with the Chief of the office during which there were discussed (a) any personnel problems or other matters which had developed during individual interviews and which properly called for consultation with the Chief, and (b) the general over-all operation of the office, including any problems; fifth, I

personally typed up this second interview with the Chief (Section II of the report) and my conclusions and recommendations (Section III); lastly, I again talked with the Chief, this time about my conclusions and recommendations. The individual interviews were unhurried. To each person I explained that the interview was routine and not a special investigation of that person. I explained the role of the Office of Inspector General in the Agency and said that my purpose in talking with each person was to learn who the individual was as distinct from merely seeing the name on paper and, at the same time, to make available to each individual the same facilities of the Office of the Inspector General as are available in Headquarters. During the interviews I gave information such as about the Career Service Program and heard personal problems and suggestions. These interviews lasted anywhere from a few minutes to half an afternoon in one case. Upon leaving the office I said goodbye to each person.

4. Attached to this memorandum are the reports, in draft form, covering all of the above-mentioned offices. In the following subparagraphs an effort has been made to summarize the findings of the set list of questions put to all offices.

I.A. In discussing the use of sources I explained that I was interested in the number of sources used to produce reports and in the distribution among officers. That is, I said that I wished to learn whether the reports coming from the office were derived from a relatively few sources or from many and, also, whether each officer was "milking" only a few sources or whether he was obtaining material for his reports from many sources. The results of this questioning are to be found in I.A. of Section I of each of the attached reports. Generally, there is an understandable inclination to make more use of the more available and more productive sources. Too many factors enter the individual pictures, however, to justify making a broad generalization and to judge an office's use of sources it would be necessary to place the attached material alongside the monthly summaries of reports.

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I.B. Replies were varied in answer to the question of whether requests for requirements result in satisfactory cases. In [REDACTED]

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[REDACTED] it was reported that, with certain exceptions, requirements usually resulted in satisfactory cases. In [REDACTED] 25X1A6a

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[REDACTED] the value of requirements received was questioned.

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In [REDACTED] the view was expressed that the success of requirements depends upon the knowledge in Headquarters of the capabilities of the source, and the thing especially mentioned as being unsatisfactory was inappropriate requirements for pin-pointing. In [REDACTED] it was estimated that some forty per cent of requirements are not satisfactory, again because of an apparent lack on the part of Headquarters to understand sources' capabilities and a proneness to ignore such basic facts as the itinerary 25X1A6a

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a source is to follow, i.e., asking for data on places outside his itinerary. In [REDACTED] it was reported that about half of that office's request for requirements result in satisfactory cases, it being said that "amateurish" questions are included which prejudice the Office, and secondly that sometimes requests for requirements evoke no questions. The present Head of the [REDACTED] Resident Agency has been there too short a time to express a view on requirements. The comment was made in [REDACTED] that there is a time lag of two or three months in obtaining requirements from Headquarters--this, of course, being undesirable.

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I.C. The score as to whether the best reports result from interviews directed from Headquarters or from locally-devised and handled cases was the following: In [REDACTED] the opinion was expressed that the balance leans toward Headquarters-directed interviews, the view in [REDACTED] however being divided in that the Chief of the Office and the other officers differed, the former favoring Headquarters and the latter local action; in [REDACTED] the balance favored local handling; and in [REDACTED] the opinion was that it is about equally divided. [REDACTED] had insufficient experience upon which to base an opinion.

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I.D. With regard to how satisfactory case requirements forwarded from Headquarters are respecting (1) being within the source's competency, (2) whether prepared in an understandable fashion and (3) whether they are current, all offices gave generally affirmative and favorable answers, but qualified replies were as follows: [REDACTED] expressed the view that although requirements may be within a source's ability they frequently are beyond his opportunities, and that, while requirements usually are prepared satisfactorily, simpler language would be desirable, i.e., less use of unusual and confusing phraseology; [REDACTED] felt that Headquarters lacks a grasp of sources' capabilities; [REDACTED] commented that some case requirements are much beyond a source's competency; and [REDACTED] felt that requirements about forty per cent of the time are beyond the source's competency.

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I.E. All offices felt that sufficient of their reports are evaluated to enable them to judge the worthwhileness of sources. However, [REDACTED] commented that, with reference to the model reports that are circulated, the intelligence substance or content is inferior to the written form; and [REDACTED] commented that insufficient evaluated reports are received to enable the Office to judge the pattern of what is being sought, acknowledging that there were sufficient evaluations to judge sources.

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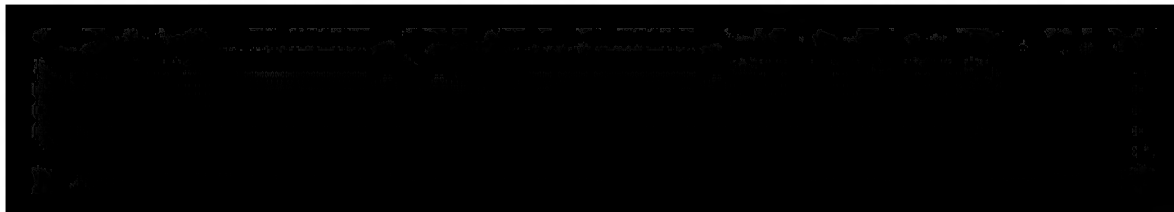
II. (Note: The following data is that called for by question II.E. of the question list. They are presented out of order with the thought that an indication of the importance at the first of this section regarding

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covert support is desirable.) A summary of the percentage of time devoted to rendering covert support is as follows:

25X1A6a	<u>'Nil up to</u> <u>4 percent</u>	<u>5 up to</u> <u>15 percent</u>	<u>35 up to</u> <u>50 percent</u>	<u>50 percent</u>
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II.A. The following indicates the major type of covert support provided by those offices in which at least five percent of the time is devoted to covert support:

	<u>Office</u>	<u>Type Request</u>
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Clearances







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II.B. The offices were generally satisfied with details accompanying requests for covert support. However the following offices made these comments:  felt that, whereas intelligent action may not be hampered, lack of background information too frequently is apt to result in embarrassment vis-a-vis the office's source;  felt that some relaxation of the need-to-know principle would be desirable in those cases where strict adherence to that principle is apt to affect an operation adversely; and in  the comment was made that sometimes requests for covert support are made in an off-hand manner inconsistent with the seriousness of the subject.

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II.C. On the double question of whether sources react favorably to requests for covert support and whether commitments made to sources are fulfilled, all offices answered favorably with the following comments and exceptions: In  attention was drawn to a case in the spring of 1952 when an apartment in Washington was rented in the name of a  firm without first having satisfied certain requests of that firm;  mentioned a case where there had been failure to meet a time commitment in making a promised payment; and  said that, while there were no instances of failures to meet specific commitments,


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it is felt that on occasion there is not adequate covert follow-up.

II.D. All offices having occasion to submit suggestions or possible covert support leads reported that their suggestions were acknowledged with the exception of [REDACTED] where it was said that 25X1A6a acknowledgements from Headquarters are unsatisfactory for the reason that they are so slow that, in effect, they are no acknowledgement at all.

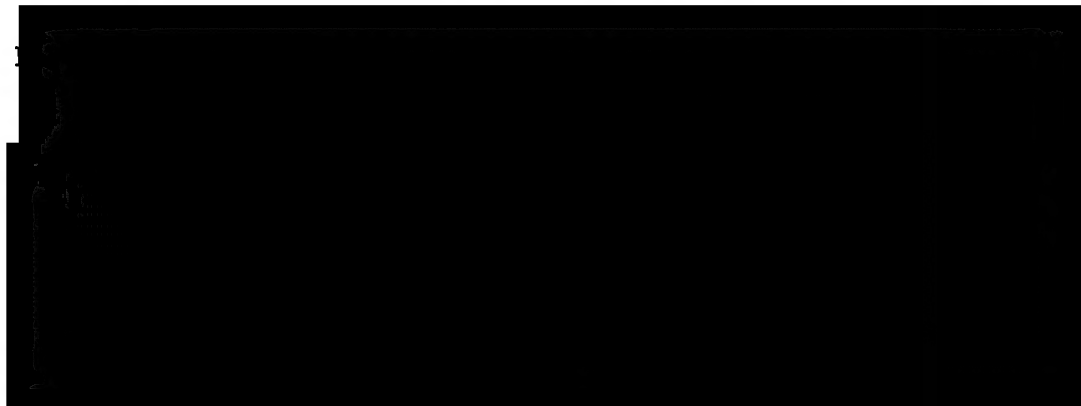
III. (Note: For summary purposes the three questions of this section on overt support are combined in the following table):

25X1A6a	A.	B.	C.	
	Major type	DD/I unit	Dupli- cation	Logical Source*
	SOVMAT testing	ORR	No	generally OK
	industrial data	ORR	No	OK
	SOVMAT testing	ORR	No	OK
	graphics	ORR	No	n.g.
	econ. info.	ORR	Few	n.g.
	graphics	Graphics & OCD	No	generally OK
	gen'l normal	distributed	No	OK
	gen'l normal	OSI & ORR	No	n.g.
	personnel	distributed	No	n.g.
	gen'l normal	distributed	No	OK
	personnel	distributed	No	OK
	graphics	FDD & Graphics	No	n.g.
	gen'l normal	distributed	No	OK

\*n.g. indicates that considerable question has been raised re logic of requesting offices to obtain data rather than using other means.

IV. It is not practical to summarize 25X1G relationships and frequencies of contact between the offices and [REDACTED]

25X1C s. As a general comment, the relationships are satisfactory and in some cases excellent -- in others they may be improved, suggestions along this line having been made in certain instances as will be noted from the section on recommendations. 25X1C



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some two or three percent of the office's time. A new system was then put into effect (see description in office report) which, it is expected, materially will increase this activity.

25X1A6a V.B. Generally speaking, the alien potential is fairly well covered. In some offices, efforts are being made to improve the situation (e.g., [REDACTED])

V.C. Language abilities in offices generally are satisfactory and, where they are not, they are not sufficiently unsatisfactory to justify a request for a language officer.

25X1A6a VI.A. All offices said that coverage of all sources of foreign intelligence was incomplete to a degree—either that there are known "blind spots" or that the intensity of coverage is inadequate due, usually, to inadequate personnel. [REDACTED] was the office most unhappy about this, feeling that perhaps only fifteen percent of the area's potential is being tapped. [REDACTED] each expressed the view that only about fifty percent of the potential of their area is being exploited.

25X1A6a VI.B. By and large, relations with contacts are good. Three interesting comments were made: [REDACTED] reported that its sources are affected by current Government activities; [REDACTED] said that anti-CIA publicity adversely affects relations with sources; and [REDACTED] reported an indifference towards CIA among contacts.

25X1A6a VII.A. Generally, offices feel that they receive satisfactory administrative support from Headquarters. The exception was [REDACTED]

VII.B. The Agency Regulations are received regularly by all offices except [REDACTED] which reported they do not receive them at all.

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VII.C. Reference should be made to the attached individual reports for details regarding Government vehicles assigned to the field offices of the Contact Division. In summary, a total of twelve automobiles are currently assigned.

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25X1A6a VII.D. Regarding the establishment of new Resident Agencies, [REDACTED] reported that [REDACTED] is being considered (Headquarters being fully informed); [REDACTED] reported that an Agency is currently being established in [REDACTED] [REDACTED] reported that it is considering an Agency for [REDACTED] but is not at present prepared so to recommend; and [REDACTED] reported that the status of the long-standing question of whether or not to establish a Resident Agency in the [REDACTED] area is that the Office presently does not recommend it. The nature of the coverage of the [REDACTED] area was said to be under consideration with Headquarters being fully informed.

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VII.E. No office felt that its work is being hampered by a lack of visitors from Headquarters. Some said they would welcome more; none said there is an excess of "visiting firemen." [REDACTED] would like to receive visits from higher echelon personnel of the [REDACTED]

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VII.F. As an over-all comment, the physical security of the offices is adequate—with the possible exception of [REDACTED]

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VII.G. The location and appearance of all offices is good—with the possible exception of [REDACTED]

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VIII. As an over-all comment, the calibre of the personnel in the offices inspected is high. The only personnel situation which, at the time of inspection, was unsatisfactory in a way which, in my opinion, adversely affected the operation of the office was in [REDACTED]: the case of [REDACTED]. Upon my return to Washington, however, I found a letter dated 5 October 1953 from [REDACTED] indicating that a satisfactory change has taken place.

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Other personnel problems were minor. The only place where the aggregate of such problems is of sufficient importance to be of consequence in the operation of the office is [REDACTED] where the situation while not immediately threatening, should receive attention without undue delay since, if it is left unattended, it gradually will affect the office's operation.

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The only office where I feel an increase in personnel is justified is [REDACTED] (by as many as three professionals and certainly by one clerical). The only office where I feel consideration might be given to a reduction (by one professional) is [REDACTED]. I lack sufficient information (principally as to volume and quality of work produced) to make the flat recommendation that this reduction be effected.

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### General Conclusion

The Field Offices and Resident Agencies herein reported on are operating commendably well. With minor exceptions, the offices have excellent team spirit and personnel problems are correspondingly few. Furthermore, a genuine interest and enthusiasm in Contact work was noted.

### Recommendations:

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1. That [REDACTED]'s case be reviewed from the standpoint of determining what lesson can be learned from it regarding the rotation policy under the Career Service Program;

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2. That, in the event the [REDACTED] intends to extend [REDACTED] tour beyond two years, [REDACTED] be advised now; and

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3. That the [REDACTED] review [REDACTED] work to determine whether one professional could be spared for service elsewhere.

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